

# Building Digital Communities Workshop

Angela Siefer, OCLC

Sarah Chesemore, COSLA

Mark Nolan, University of Illinois

# BDC Workshop Process

1. Presentation
2. Table Discussions
3. Report Back – 1 item from each table.

# Table Discussion #1

1. How would your community members benefit from greater broadband adoption and digital literacy?
1. What role does your library currently play in addressing community needs for:
  - Internet access and digital content?
  - Computing technology and applications?
  - Training and one-on-one assistance?
1. What value do you see in leading a coordinated community-wide effort to build a stronger digital community? What challenges do you think might arise?

# Community Problem

**IN  
SCHOOL**

**54%**

**AT  
HOME**

**18%**

% of teachers who say all or almost all of their students have sufficient access to digital tools

# 1 in 5 Americans do not use the internet



# U.S. Internet Use & Home Internet Service

	Use	Home
Age 18-29	94%	76%
Age 65+	41%	30%
Income Over \$75K	97%	89%
Income Less Than \$30K	62%	41%
College +	94%	85%
No High School Diploma	43%	22%

# Barriers to Internet Use & Home Service

**Cost**

**Relevance**

**Digital Skills**

The ability of individuals and groups to access and use information and communication technologies.



**Building  
Digital  
Communities**





## Building Digital Communities



INSTITUTE *of*  
**Museum** and **Library**  
SERVICES

# BDC Principles

## Access

Availability

Affordability

Design for  
Inclusion

Public Access

## Adoption

Relevance

Digital Literacy

Consumer  
Safety

## Application

Economic &  
Workforce  
Development

Education

Health Care

Public safety

Civic  
Engagement

Social  
Connection

# BDC Getting Started

**Convene Stakeholders**



**Develop a Shared Community Understanding of Digital Inclusion**



**Create a Community Action Plan**



**Implement the Plan**



**Evaluate and Revise the Plan**

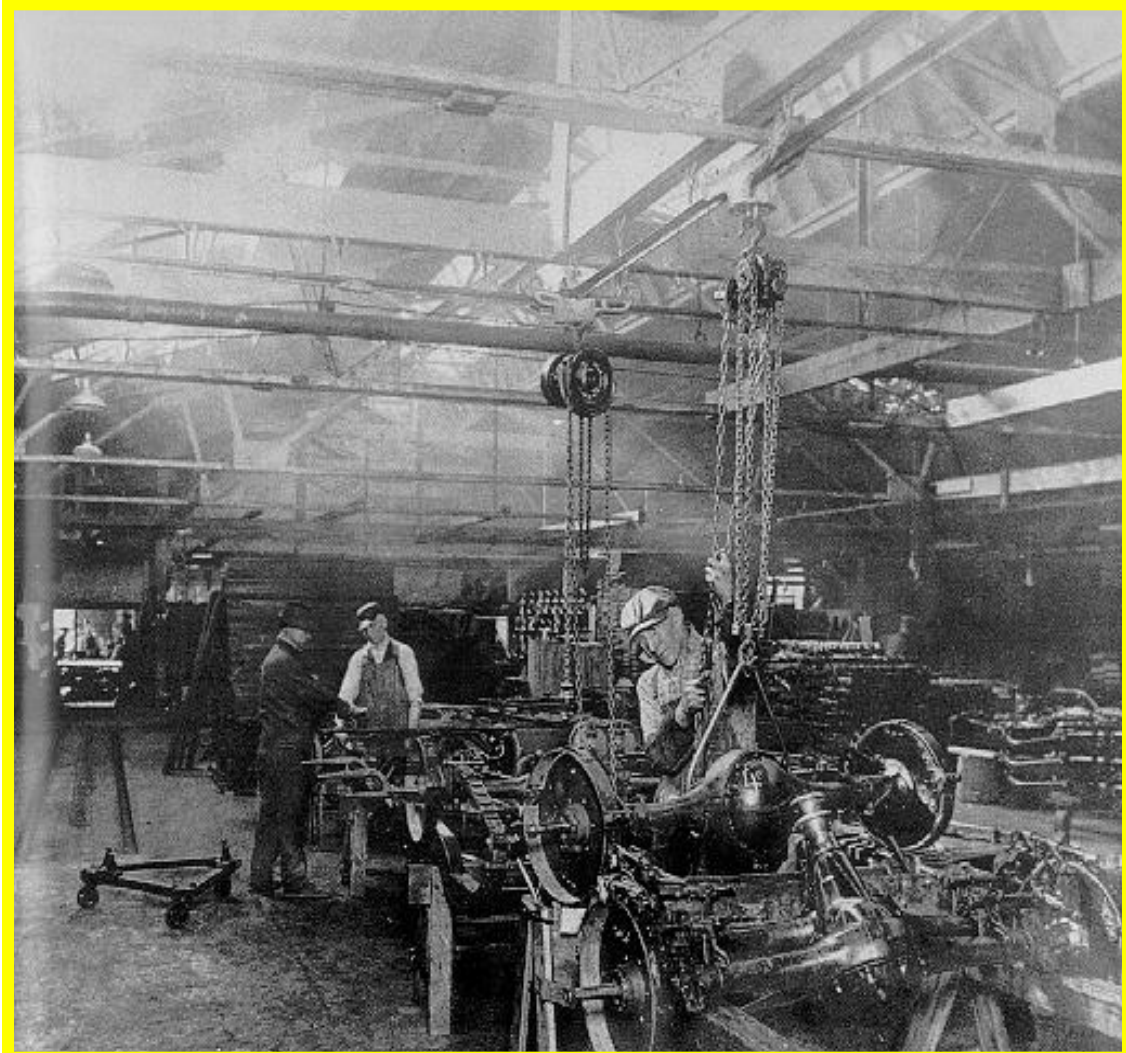
# BDC: Pilot Lessons Learned

1. Local Leadership Teams hesitate to convene stakeholders when key sectors are not involved (particularly local government).
1. If Local Leadership Team members do not view digital inclusion as a goal that fits within his/her existing job description, leading a community-wide effort will feel like “extra work”.
1. Local Leadership Teams need help with creating and implementing a stakeholder engagement strategy.
1. We need to encourage discussion of digital inclusion to include home access, the potential of gigabit speeds and applications (going beyond digital literacy and public access).

# Looking back . . .

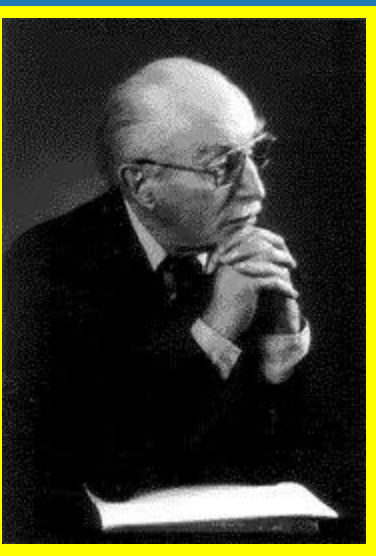


**French Illustration Depicting  
Roman Institutions (circa 1473-1480)**



*Source: Auburn & Cord by Lee Beck and Josh B. Malks, Motor Books, Intl., 1996*  
**Shop Floor, Auburn Motors (circa 1905)**





# The challenge looking ahead . . .

“ . . . We are moving towards another type of society than that to which we have become accustomed. This is sometimes referred to as a new service society, the society of the second industrial revolution or the post-industrial society. There is no guarantee of our safe arrival. Not only are the interdependencies greater – they are differently structured. . . [and] demand a new mobilization of the sciences.”

- Source: Eric L. Trist, from paper on “Social Aspects of Science Policy” (March, 1969) cited in *Towards a Social Ecology: Contextual Appreciation of the Future in the Present* by Fred E. Emery and Eric L. Trist (London: Plenum Press, 1973)

# Stakeholder Alignment in Complex Systems

## Requirements of Institutions:

- *Create value*
- *Mitigate harm*

# Definition of Stakeholder Alignment

*“The extent to which interdependent stakeholders orient and connect with one another to advance their separate and shared interests.”*





*The issues of how best to govern natural resources used by many individuals in common are no more settled in academia than in the world of politics. Some scholarly articles about the “tragedy of the commons” recommend that “the state” control most natural resources . . . Others recommend . . . privatization. . . What one can observe in the world, however, is that neither the state nor the market is uniformly successful in enabling individuals to sustain long-term, productive use of natural resource systems. **Further, communities of individuals have relied on institutions resembling neither the state nor the market to govern some resource systems with reasonable degrees of success over long periods of time.***

Elinor Ostrom, *Governing the Commons: The Evolution of Institutions for Collective Action*, p. 1

# Why Align Stakeholders?

- Reduces risk of surprises
- Ensures greater consideration of affected stakeholders
- Increases confidence in decisions impacting community
- Enables better outcomes
- Exceeds current practices

*“The process of going through the survey process is extremely valuable and created awareness of the subtleties of digital inclusion.”*



# Building a Digitally Inclusive Dodge City





# Dodge City Local Leadership Team



# Table Discussion #2

If you were to put together a digital inclusion local leadership team,

1. What are the qualities and skills you would be looking for?
1. What strategies would you use to identify members of a Local Leadership Team?

# Step 1: Convene Stakeholders

1. Local Leadership Team completes stakeholder worksheets individually.
2. Worksheet lists combined.
3. Local Leadership Team discusses combined list, fills in gaps, adds more names.
4. Local Leadership Team and National Team coordinate details of initial stakeholder meetings.
5. Local Leadership Team reviews and provides suggestions to survey questions and initial stakeholder meeting agenda created by National Team.
6. Initial stakeholder meetings use the presentation-discussion format to ensure stakeholders are both informed and viewpoint is shared.

# Lessons Learned from Rhode Island

1. Mid-level management of government agencies is just as valuable as agency directors and elected officials.
2. Defining the stakeholders and engaging them through the process is time consuming but well worth the effort.
3. Impacting multiple small policy changes has cumulative effect.
4. The relationship building that occurred during the stakeholder process led to partnerships and projects increasing digital inclusion in Rhode Island.

# Lessons Learned from Dodge City (so far!)

1. The Local Leadership Team personally contacting invited stakeholders is essential.
1. The Local Leadership Team review of RSVPs to stakeholder meetings helped the Team to identify sectors not represented and key individuals who had not yet confirmed. They then reached out to fill gaps.
1. Promotion of stakeholder meetings in the local media helped engage community members who care about the issue.
1. Identity protected survey important to identifying potential roadblocks and stakeholder concerns that were not voiced during the in-person stakeholder meetings.



# Table Discussion #3

1. Any categories missing from the stakeholder list?
1. Which sectors will be the most difficult to engage? Why?
1. Possible strategies for reaching the challenging sectors?

# Preliminary Data: Dodge City, Kansas



# Specify Stakeholders (n=111)

<b>Stakeholder Roles</b>	<b>Primary</b>	<b>Secondary</b>	<b>Stakeholder Roles (cont.)</b>	<b>Primary</b>	<b>Secondary</b>
Local City, County, and Tribal Govt (general)	4.5%	0.9%	Not-for-profit Serving Low Income and Homeless	--	0.9%
Elected City Official	0.9%	0.9%	Not-for-profit Serving People with Disabilities	0.9%	--
Public Agencies (general)	4.5%	2.7%	Not-for-profit Service Ethnic Communities/Cultures	0.9%	--
Library Staff/Leadership	6.3%	2.7%	Not-for-profit Labor Organization Staff/Leadership	--	0.9%
K-12 School Educator/Administrator	5.4%	4.5%	Other Not-for-profit	3.6%	0.9%
Higher Ed, Community College Educator/Administrator	11.7%	4.6%	Business (general)	1.8%	2.7%
Higher Education, University Educator/Administrator	2.7%	0.9%	Broadband Service Provider	1.8%	--
Adult Education Training and Devt. Program Educator/Administrator	1.8%	0.9%	Technology Association Staff/Leadership	--	0.9%
Economic Development Agency Staff/Leadership	2.7%	0.9%	Chambers of Commerce and Other Business Groups	3.6%	--
Community Center Staff/Leadership	0.9%	1.8%	Other Business Organization Staff/Leadership	4.5%	0.9%
Public Housing Agency Staff/Leadership	1.8%	0.9%	Local Media (TV, Radio, Newspaper)	1.8%	0.9%
Regulatory Govt Agency Staff/Leadership	1.8%	--	Public Energy Utility	1.8%	0.9%
Other Public Agency Staff/Leadership	2.6%	--	Health Care Provider	0.9%	0.9%
Not-for-profit Community-Based Organization (general)	9.9%	3.6%	Community Residents (general)	2.7%	10.8%
			Resident in Neighborhood with High Speed	11.7%	0.9%
			Resident in Neighborhood not	1.8%	

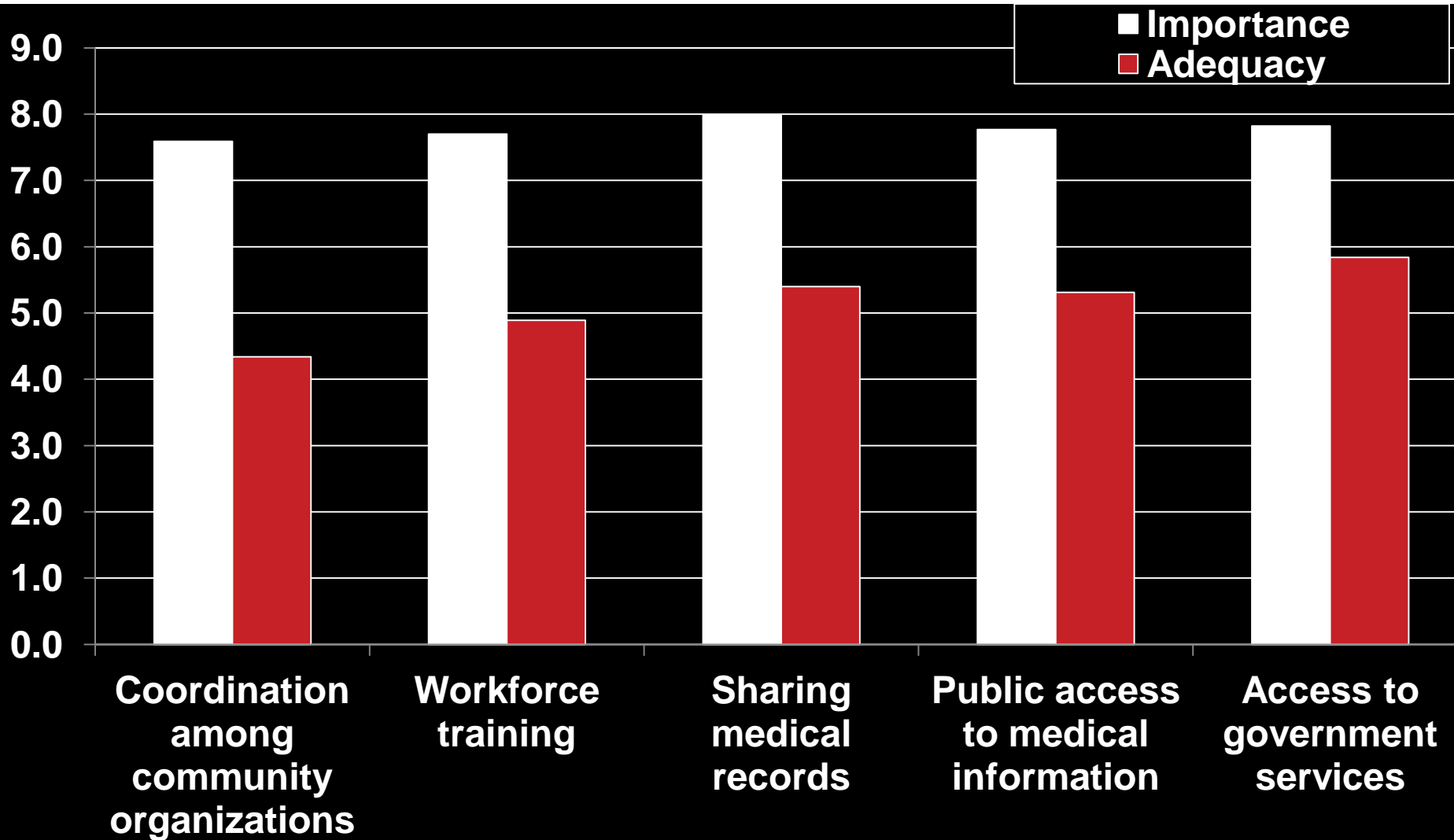
# How would you characterize the views within your own household, neighborhood or organization when it comes to the idea of digital inclusion in your community?

- Never really talked about.
- . . . I would say our neighborhood's view is mixed. Some feel it necessary, others feel it is out of their reach or they are unable to learn at this stage of life, others would embrace it wholeheartedly.
- . . . We view digital communication as essential in maintaining connection and as our primary source of information.
- Being a telecommuter, the need for digital inclusion is imperative.
- It is a matter of priorities. Access is available to those who want it.
- We live in a rural area, just outside of city limits. . . we have one viable Internet source. It is limiting due to speed and reliability.
- It is important, but not necessarily to have in every home. Public access in a location that is secure is very important. That could be a library or a public facility. The exception to this would be someone with a disability who is not mobile.

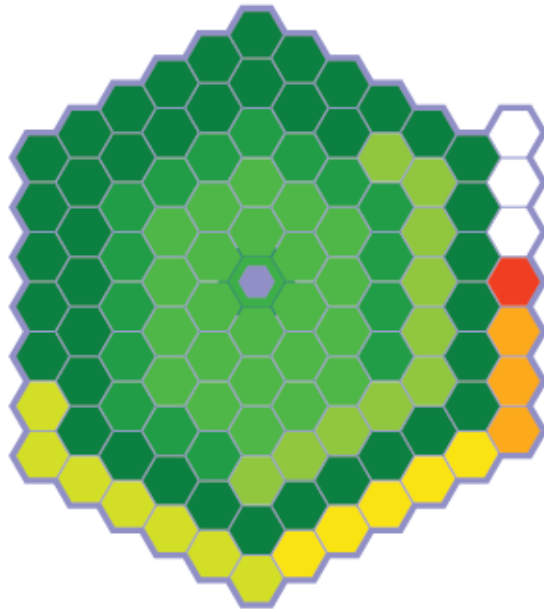
## How would you characterize the views within your own household, neighborhood or organization when it comes to the idea of digital inclusion in your community? (cont.)

- The view of our organization, the City of Dodge City, is that it is necessary to develop digital inclusion in our community. . .
- This a need not being met in our community. Tax entities are NOT working together!
- We recognize that digital communication is absolutely essential. We communicate digitally and are frustrated when government, health and community organizations aren't sufficiently digital. We support access for everyone, including those with disabilities and whose first language is not English.
- Digital inclusion is not a right.
- It will help foster better "community" and quality of life in our community.

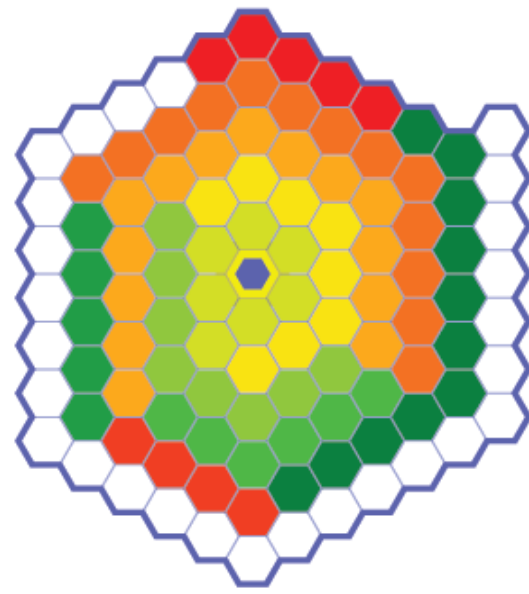
# Importance/Adequacy Current Applications and Services



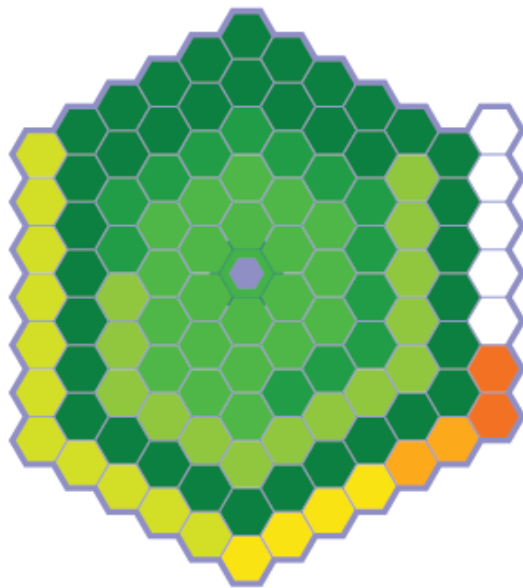
# *Focused Look at Importance/Adequacy: Intergenerational Support and Local Content*



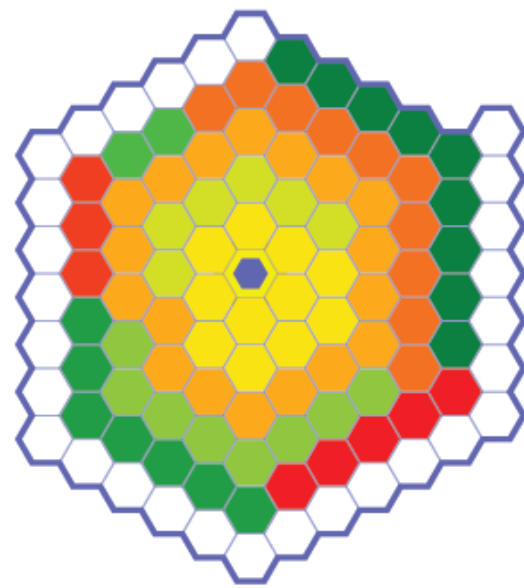
importance: promote volunteerism  
 $\mu(\sigma) = 0.81 (0.19)[n=105, 3]$



adequate: promote volunteerism  
 $\mu(\sigma) = 0.5 (0.3)[n=81, 27]$



importance: promote intergenerational  
 $\mu(\sigma) = 0.79 (0.19)[n=103, 5]$



adequate: promote intergenerational  
 $\mu(\sigma) = 0.49 (0.29)[n=79, 29]$

# Two Views of the Services “Leader Board”

## Services to Make More Broadly Available (100 points)

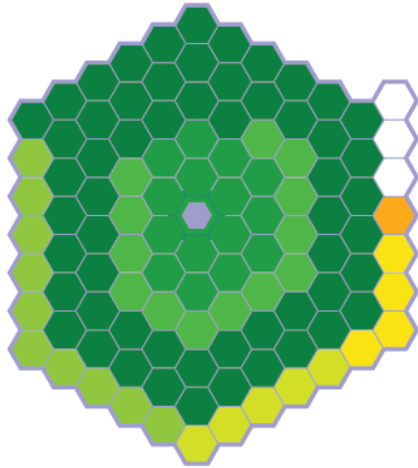
1. **K-12 Education Programs**  
17.8 (9.0)
2. **College and University Education Programs**  
15.7 (10.9)
3. **Health Care Information**  
13.4 (8.8)
4. **Public Safety Information**  
12.9 (8.5)
5. **Workforce Training Programs**  
12.2 (7.8)
6. **Civic Information**  
9.7 (6.2)
7. **Digital Media Services (books, music, video)**  
9.5 (8.3)
8. **Community Green Energy**  
5.1 (5.3)
9. **Local Foods information**  
4.8 (3.5)

## Top three complementary investments

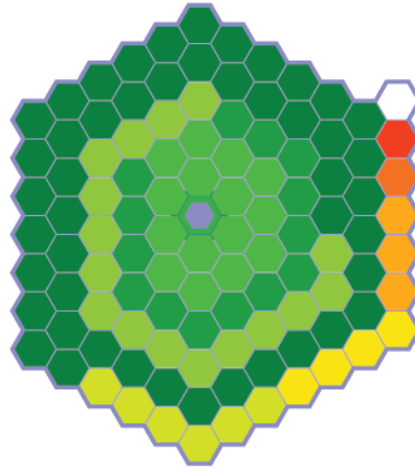
- A. **College and University Education Programs**  
1.22 (1.2)
- B. **K-12 Education Programs**  
1.09 (1.1)
- C. **Health Care Information**  
0.83 (1.1)
- D. **Workforce Training Programs**  
0.79 (1.2)
- E. **Public Safety Information**  
0.73 (1.1)
- F. **Civic Information**  
0.47 (1.0)
- G. **Digital Media Services (books, music, video)**  
0.37 (0.9)
- H. **Community Green Energy**  
0.07 (0.4)
- I. **Local Foods information**  
0.04 (0.3)



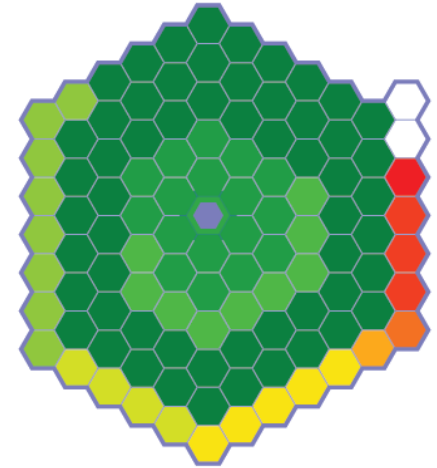
# Services, Subsidies, Accessibility, etc.



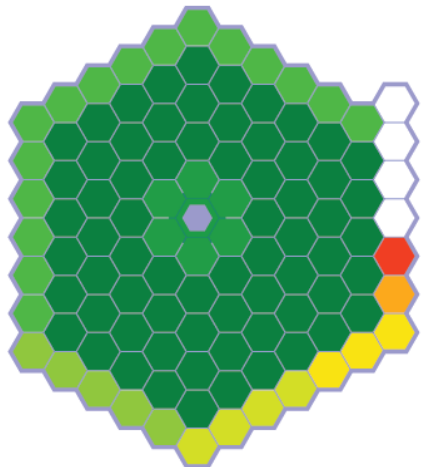
accessibility  
 $\mu(\sigma) = 0.87 (0.16)[n=105, 3]$



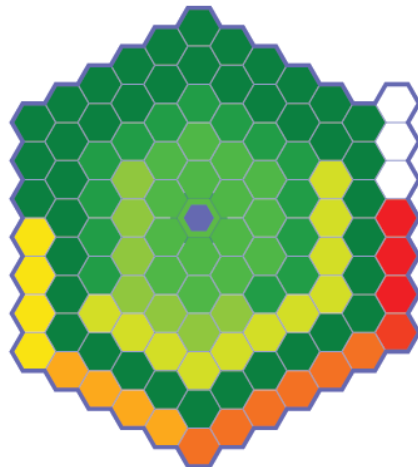
assistance for elderly  
 $\mu(\sigma) = 0.82 (0.2)[n=107, 1]$



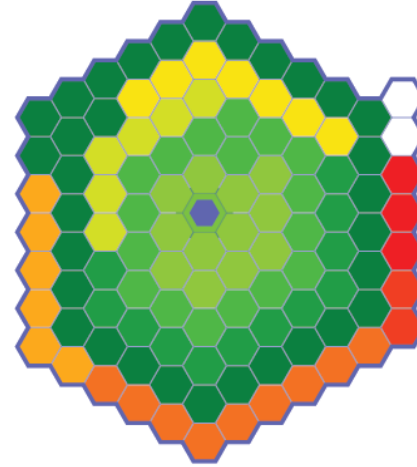
multi lingual  
 $\mu(\sigma) = 0.84 (0.23)[n=106, 2]$



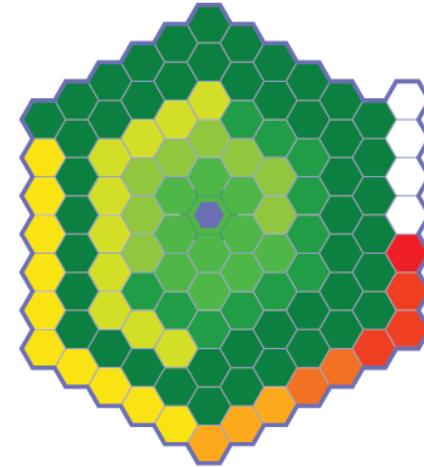
understandable agreement  
 $\mu(\sigma) = 0.89 (0.17)[n=104, 4]$



reduce costs for low income  
 $\mu(\sigma) = 0.75 (0.27)[n=105, 3]$



subsidies for equipment  
 $\mu(\sigma) = 0.7 (0.29)[n=106, 2]$



trusted information  
 $\mu(\sigma) = 0.77 (0.26)[n=104, 4]$

# What are core values and assumptions on which you perceive debate or disagreement or divergence among digital inclusion stakeholders?

- I don't know.
- There may be some debate over whether 100% community access is necessary or even achievable.
- Am I my brother's keeper? Is this a tax issue? Bias and prejudice against persons living in poverty, immigrants, persons with limited English proficiency. Resistance of older citizens to learn new technology, yet it is a valuable tool for connection for the elderly. Again, cost is an issue.
- Cost and territorialism . There will be expectations of "this universal access is someone else's problem." I don't want to take on this issue. It is someone else's issue. Partnerships and coalitions will be hard to form.
- Nature and severity of the "problem." Role of government and business in the "solution."
- Students have access at school but not at home and the devices become more of a toy than a learning tool. . .

# What are core values and assumptions on which you perceive debate or disagreement or divergence among digital inclusion stakeholders? (cont.)

- It is debated that there is a need for a community wide network. Who would be in charge of it, government or cooperate?
- Security – personal information.
- There appears to be a shared assumption that iPads are the answer. I fear this strategy is expensive. . . and outdated too soon. I believe the process would be well served by challenging that assumption so that we can begin to think outside the box.
- I think that internet access is still a privilege, and I am not willing to pay more for my access just so lower-income families and such do not have to pay or get a reduced cost for theirs.
- Access and cost especially among low income, immigrants and refugee populations.
- To what extent should tax payers' money as well as grant money go to providing low income, disabled, or senior citizen households with information and/or Internet access?

# Table Discussion #4

1. What would success look like if all members of your community had access to the internet and knew how to use it?
1. How would your community have changed?

What did we miss?

Questions?

# Learn More

Start Here

<http://www.webjunction.org/explore-topics/digital-inclusion.html>

Talk to Angela!

[siefera@oclc.org](mailto:siefera@oclc.org)